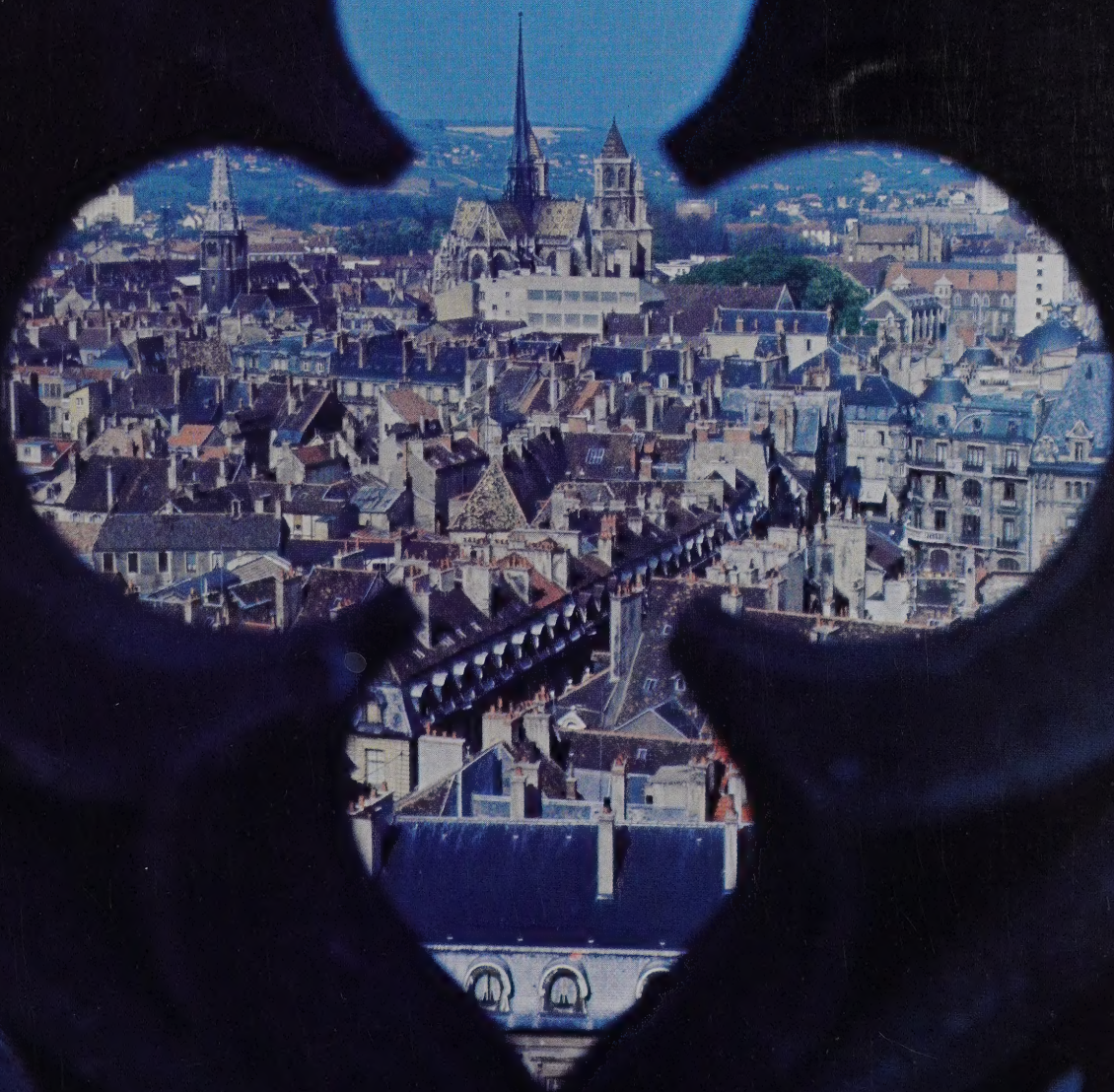


# HOOVER WORLDWIDE

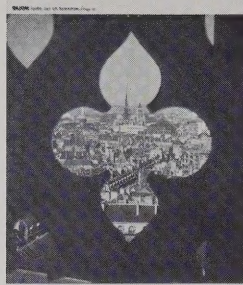
SUMMER 1965

AR14

DIJON looks out on tomorrow / Page 12







## The Front Cover

We think few scenes of Dijon, capital of Burgundy, can match the attractiveness and appropriateness of this one taken from the balustrade atop the Tower of Phillip the Good through a stone window shaped like a Burgundian lily, traditional flower of the province. The story of this colorful city, its view of tomorrow and of the new Hoover factory situated there begins on Page 12.

## Volume 1 Number 2

Summer 1965

Hoover Worldwide is published by the Hoover Worldwide Corporation and mailed quarterly throughout the world to men and women who both contribute to and share in the company's progress.

Hoover Worldwide Corporation

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## Our Response to a

If there is one experience we share in common in our time, it must surely be an awareness of the immense changes taking place all around us. To ignore them is impossible; to close our eyes to them would be foolish.

Not that there is anything new or remarkable in change as such. It has been with us since the dawn of history, and is an inseparable part of man's striving for a better existence. But what I feel singles out this era from others is the sheer pace and massive scale of the evolution.

I would also venture to say that how we face up to this challenge is essentially a measure of our worth—be it as a nation, or as individuals. It is an inescapable fact for each of us. It is also an exciting opportunity, if only we are ready and able to seize it.

As an international organization with worldwide interests, our company is exposed to the full impact of this great wind of change, and this is why, in this second issue of Hoover Worldwide, I would like to tell you something of what Hoover is doing to meet this formidable challenge. For of all the problems that confront us at this time, none is more compelling than the response we as a company find to the swirling tides and currents of change in our markets.

First and foremost, we still place the accent on quality products and fast, efficient service. These are immutable values in our philosophy. But to maintain our position of leadership in the appliance field, we know that we cannot lean on past reputation and performance, but must remain in the vanguard of new thinking and new techniques. To be impassive to the fundamental and far-reaching new developments in our industry would be to invite disaster.



## World of Change



In formulating policies to meet the new situations in our markets, we recognize the need to take into account such factors as rising standards of living in the developed parts of the world, new selling and marketing techniques, sharper competition from an increasing number of aggressive competitors, and not least, the striking advance in design and technology that is so marked a feature of our age. By the same token, we know that the public's buying habits and patterns of taste are changing dramatically, and that this is leading to a growing demand for better and more efficient labor-saving devices in the home—at a price that all can afford. We are also aware that our competitors are pressing hard on our heels, waiting to take over if we should falter.

I need hardly tell you that we have no intention of slipping behind in this race. We aim to stay where we have always stood since our company blazed the trail in the domestic appliance industry—out in front. But we will only do this if we are fully in tune with the demand from the markets we serve, sensitive and responsive to their needs, and able to adapt ourselves to market fluctuations as they arise from one country to another.

In order to meet various changing conditions, we have in the past reorganized our selling and marketing techniques, placing more emphasis on the dealer and less on the door-to-door salesman. This was in many ways a minor revolution in our company philosophy, but it has already markedly improved our competitive position.

In recent months we have also undertaken other major moves, each of them calculated to maintain and increase the volume of our business. In the

accompanying pages you will read of one of the key steps we have taken in Europe to meet the challenge of change.

The strikingly modern new factory we have established at Dijon, which is the subject of the cover story in this issue, gives us a solid manufacturing base in the heart of the Common Market. Since this area represents a potential market nearly 50% higher than that of the United States, you will appreciate the value of our having manufacturing facilities on the spot in Europe.

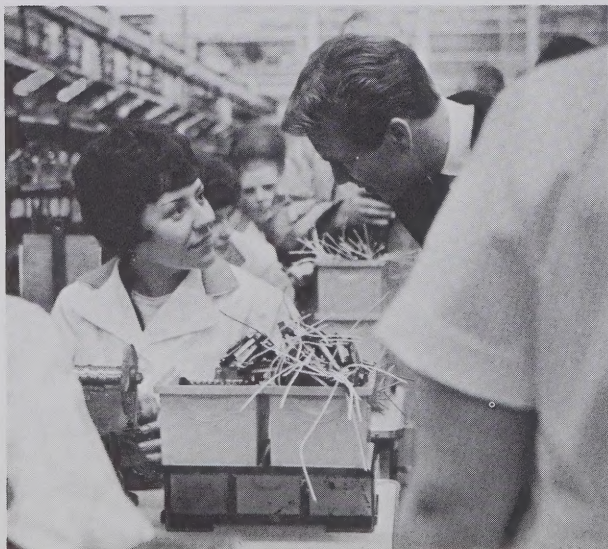
The Dijon factory will serve to identify our company still further with the economic life and well-being of Europe. It also has practical, tangible assets, among them the fact that our products eventually may move freely across Common Market boundaries.

Improvements to existing products and the introduction of new ones also play a major role in our long-range planning. For example, the launching of the Hoover "66" washing machine and our recent entry into the refrigerator field in Europe are further significant steps in our campaign to expand our business.

These are some of the measures our company is taking to meet the challenge of these changing times. You may be sure that others will follow as the need arises.

H. W. Hoover, Jr.









## Long to be remembered

HRH The Princess Margaret and The Earl of Snowdon visited Hoover Limited in Cambuslang, Lanarkshire, April 29, the first time royalty has ever graced the large Scottish factory. The royal pair spent more than an hour and a half touring the premises, chatting with employees and acknowledging heartfelt applause. The Princess was presented with a bouquet of orchids by a Hoover employee, 21-year-old Myra Steele, winner of the Duke of Edinburgh Gold Medal awarded to young people who have put their leisure time to the most enterprising use.

The Princess Margaret, smartly attired in coral pink coat and a beret-shaped hat of darker red with black bow and black accessories, and her husband, The Earl of Snowdon, stop frequently along the factory route to greet employees and evince interest in their work, as shown in these photographs. In the color view above Works Manager J. H. Turner stands at the Princess' left, while to Lord Snowdon's left are Lord Clydesmuir, the Lord Lieutenant of Lanarkshire, (partially hidden) and G. L. Lloyd, Hoover Limited's United Kingdom managing director







Were the Hoover word mark to be converted into Chinese, it would share some of the characteristics of this seal, reproduced by courtesy of its owner, Paul L. Hoover of Cleveland Heights. The original, carved in ivory in Hong Kong, may be translated "From Hoover's Collection."

**It's**

**W**hen Dad was young, one of the most popular cough drops in the United States came in a rectangular black and white box. The cover displayed the heads and shoulders of the two founders: the Smith Brothers. Their bearded countenances were the company's trademark, prompting wits of the day to call the brothers by the first names of Trade and Mark.

People laughed and continued to buy. There was no reason why they shouldn't buy. The Smith Brothers' trademark carried the stamp of consistent quality, reasonable price and proven relief for the user. It had high visibility on drug and candy counters, because it was distinctive. It was easily remembered, there being more Smiths in the U.S. than people by any other name.

The fact that the manufacturers of Smith Brothers' lozenges have expanded their line and hold a strong market position today further attests to the value of that trademark and the way its longevity has been safeguarded.

Trademarks can be faces, figures, words, symbols, slogans or insigne. Whatever the form or shape, they are their owners' most precious asset. They are a bottler's invitation to buy his kind of sparkling water, a television manufacturer's invitation to visit a dealer and select his set and an automobile maker's invitation to climb into his car, ride and decide.

The familiar design mark "Hoover in a Circle"

and the word mark "Hoover" are the company's dominant trademarks: an invitation to the consuming public to discover the superiority of products displaying these signatures. They are the company's pledge of high and sustained quality. They are a promise this quality will be maintained.

The watchdog of the trademarks in The Hoover Company's general headquarters in North Canton, Ohio, is the head of the patent department, A. G. Gross.

"Do I look prematurely aged?" he asked, once introductions were over. Smilingly, he displayed a brochure from another company listing the right and wrong ways of employing the trademark and begging all concerned not to "prematurely age our patent attorney by distributing such well-meant, but inaccurate references, as . . ." The answer to his question had to be No. His nearly 30 years with the company and the war on misuse and infringement had taken no visible toll.

"I point out to our people—employees and dealers, everyone who uses our trademark to describe the products—that we must use the word 'Hoover' as an adjective, not as a noun," he said. "Hoover merchandising, Hoover operation, Hoover cleaners—these are correct. We'll never lose our trademark following such examples.

"But we should not say 'Hoovers'—meaning our appliances and using the word as a noun. When addressed to a product, 'Hoover' must be



# Shorthand for QUALITY

But there's much more to the trademark than that, especially when a company is trying to protect it in languages that have to be spoken as well as written

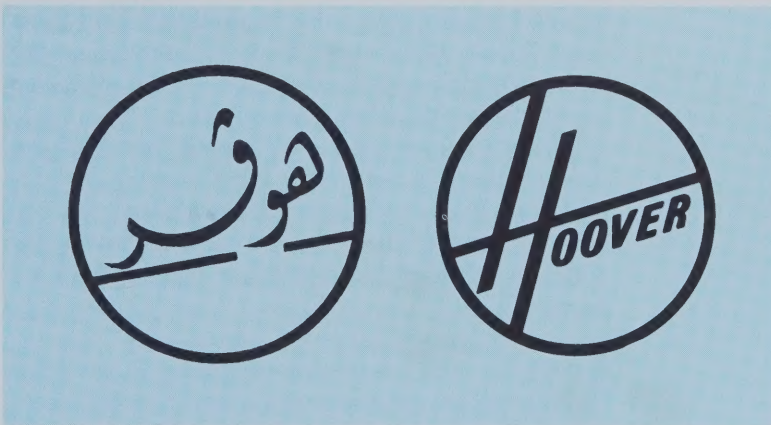
singular and it must be followed by the product it identifies: A 'Hoover floor polisher,' for instance. This is so important that we have engaged international law firms to watch constantly over our trademarks around the world."

The importance of a good trademark is surpassed only by the vigilance with which it is protected. Some of the better known have passed from a proprietary identification into the public domain, so to speak, such as aspirin, cellophane, milk of magnesia and shredded wheat. These are no longer the exclusive possession of the original manufacturer. All must now be preceded by a maker's name, if they are to be identifiable in shoppers' minds.

One reason some trademarks went from distinctive status to the generic class may be suggested in a letter addressed by Hoover Limited lawyers to the editor of a well-respected dictionary. In this instance another grammatical element, the verb, bothered the legal protectors.

"A registered trademark such as the word 'Hoover' is a property of the greatest possible value and importance from the commercial point of view," the lawyers wrote, "and its legal strength depends entirely upon the extent to which it indicates the goods of its proprietors. . . . If a registered trademark ever becomes adopted by the public as the ordinary name of the kind of article, its value to its proprietors is reduced to nothing."

The lawyers went on to take issue with the dictionary's entry that would encourage the acceptance of the verb "to Hoover," meaning "to use a Hoover Cleaner." It would be a short step, they felt, to go from "to Hoover to Hoover," loosely meaning "to use a suction cleaner of any sort." They contended this was going in the wrong direction—and the editor agreed.



"When you decide to market your product in foreign countries, you want to be sure your trademark is all you know it to be at home," Gross continued. "Let me be more specific. If it's a symbol, you want to be sure it has no unfortunate connotations, nothing that would make consumers turn away in distaste or distrust."





A company's watchful eye must be trained not only upon possible trademark infringement but also upon deceptive and misleading packaging. Here Hoover's Patent Department chief, A. G. Gross (at left), shows an associate, E. A. Johnson, how close to the genuine Hoover bag one would-be imitator came

HOW MANY OF THESE WELL-TRAVELED TRADEMARKS CAN YOU RECOGNIZE?



"But if it's a surname, as in our case, there are quite different problems of acceptance and protection. We encounter the basic rule that everyone is free to use his own name in his own business unless particular goods with the same name are already so well known in the public's mind that confusion would result. Mindful of this, both Canada and the United States, for examples, raise special obstacles to registering surname trademarks."

The attorney went on to explain some of the steps required in marketing Hoover products in a new area. First, company representatives must determine whether they can use the trademark and what is involved in registering it so it will be protected.

**L**ikely the area has its own language. Is the word Hoover or other trademark readily pronounceable in that language? When it is pronounced, will people be drawn to the products, not repelled because its meaning can now be construed as obscene, ridiculous, objectionable or undesirable? Can it be confused with some commonly used word in that language?

"Believe me, it's much more complex than to plant a flag and shout 'rally around,'" Gross

added. "Let me cite some twists. In general the letter 'H' is silent in Latin languages. Hence, people speaking these languages pronounce Hoover in ways strange to us. Spanish is an exception; it has an 'H' sound represented by the letter 'J,' so we advise Spanish-speaking people to pronounce the trademark in accordance with its Spanish phonetic equivalent 'Juver.'

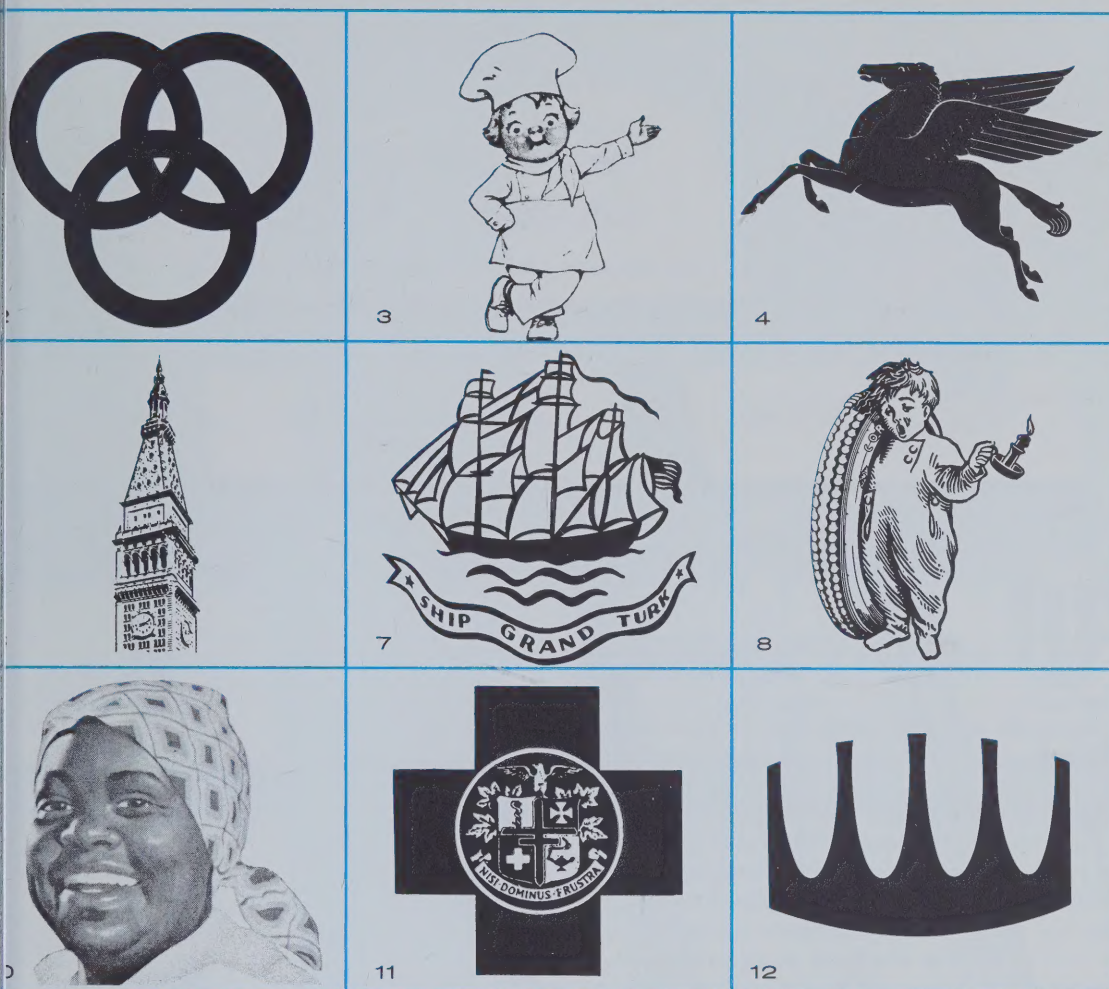
"We encounter some other linguistic problems, too. The letters 'V,' 'B,' 'V,' 'W' and the 'double O' are all trouble points. We must be alert to some seemingly remote combinations such as 'Hofer,' 'Huber' and 'Huver' which will be pronounced identically with Hoover in one language or another.

"You probably won't believe this, but in Sweden 'Hoover' and 'Bower' are pronounced almost exactly alike. You can see what would happen if they made competitive products."

Although Gross heads the patent department, patent law and trademark law have at least one fundamental difference.

"Trademarks are governed by the laws of competition," he said. "Their legal protection depends on use in trade; hence, they are not protected as products of creative activity under the patent or copyright laws. When we were considering the





Johnnie Walker Scotch Whisky 1  
Ballantine Beer & Ale 2  
Campbell's Soups 3  
Socoy-Mobilgas 4  
Hartford Accident & Indemnity 5  
Metropolitan Life Insurance 6  
Shulton Old Spice 7  
Fisk Tires 8  
Chesapeake & Ohio Railway 9  
Aunt Jemima Pancake Flour 10  
Blue Cross 11  
Frigidaire 12

adoption of a design trademark back in early 1949, we must have looked at hundreds of designs. We wanted a handy advertising tool. We wanted something that could be practically applied to packages, products, cartons—the whole lot. It would have to have high retention value, high visibility, quick identification. On March 4, 1950, the circle trademark you see today first applied to the vacuum cleaner. The trademark remains the same for each product, but every new product must be registered under it.”

In every marketplace of the free world the trademark separates the strong goods from the weak. If there were no trademarks, the buying public would have no measure of quality. Buyers’ attention would more likely be drawn to the most colorful, the most artfully packaged, or the most loudly proclaimed, none of which in itself bespeaks virtue of product. Without standards—and the trademarks and brand names of producers *are* standards—there would soon be a lessening of value for the money and an eventual collapse of a competitive enterprise system.

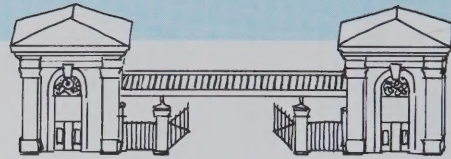
**T**he trademark springs from man’s innate desire to identify himself, to be something. In illiterate societies a personal seal or mark was the means he

chose. As groups of men joined in a single pursuit, they selected a common something by which their work would be recognized. Such was the medieval guild mark to which the modern trademark is directly related.

“Our trademarks are the ties that bind us to our customers,” Gross concluded. “They are the handle by which the repeat customer knows he has come back to the right source and they are an insurance policy guaranteeing that our enormous expenses in advertising and promotional activities will produce a benefit solely for the Hoover organization.”

Every dynamic company treasures its symbol or surname of quality, just as have the Smith Brothers and their trademark, the Smith Brothers Cough Drops. Bearded men out of date? Yes, except for the eccentric or religious fringe. But recognizable by the consuming public? Yes. If the whiskers were to be removed, necessitating a new trademark, would the buyers of cough drops still reach for the box? Maybe—but why risk weakening the company’s sales position after the heavy investments in time, men and money that have made Trade and Mark such agreeable companions in pocket or purse?





THE HOOVER COMPANY, NORTH CANTON, OHIO

THE HOOVER COMPANY LTD.  
CANADA

HOOVER, INCORPORATED  
PANAMA

HOOVER (HOLLAND) N.V.  
HOLLAND



PANAMA



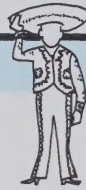
HOLLAND



SWITZERLAND



AUSTRALIA



MEXICO



FRANCE



GERMANY



SO. AFRICA



BRAZIL



ITALY



BELGIUM



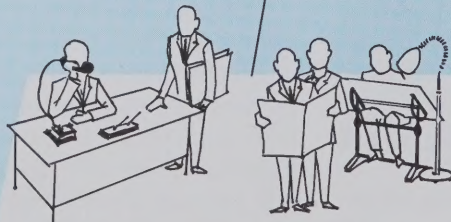
RHODESIA



COLOMBIA



URUGUAY

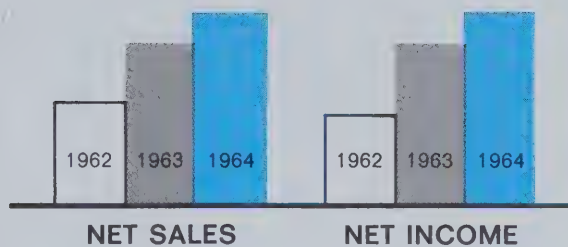
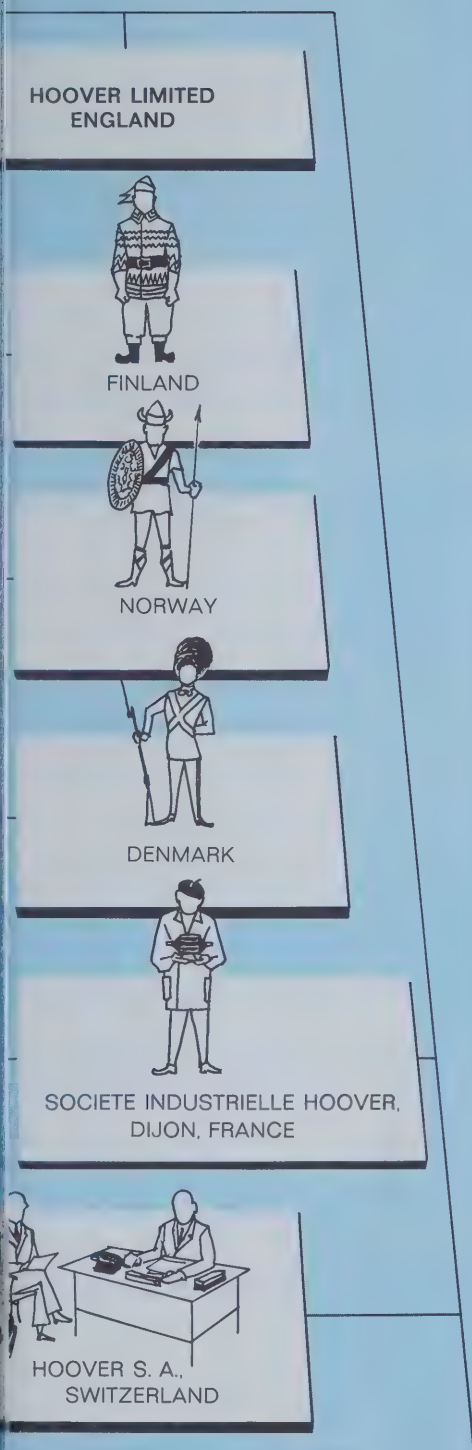


HOOVER SERVICES S.A., SWITZERLAND



HOOVER WORLDWIDE CORPORATION,  
NEW YORK, NEW YORK





## DIRECTION: UP

Just as heart, blood pressure and temperature provide a reliable measure of individual health, so sales and income yield substantial clues to corporate well-being.

Findings from the annual examination, made public this Spring by the Hoover Worldwide Corporation and issued in consolidated form for the first time, bespeak health and growth for the Hoover Group. Charted above, they show a steady upward trend over the past three years.

Total net sales last year set a new record of nearly \$250 million and net income of more than \$14 million.

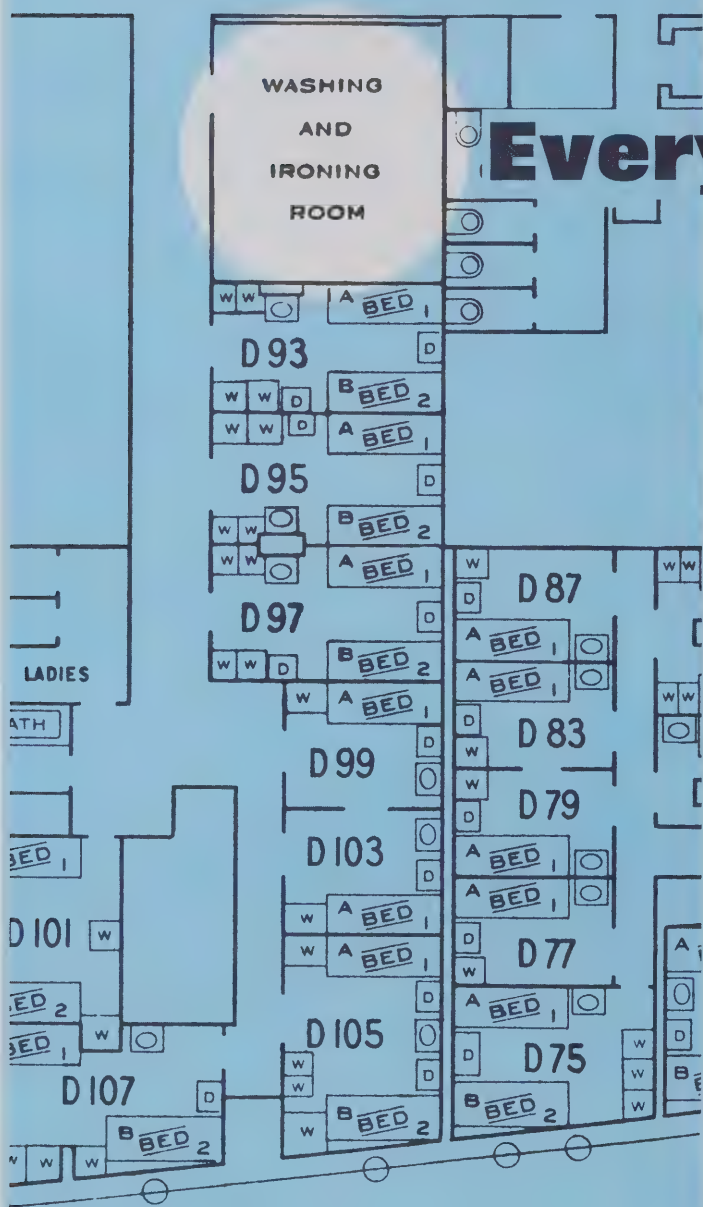
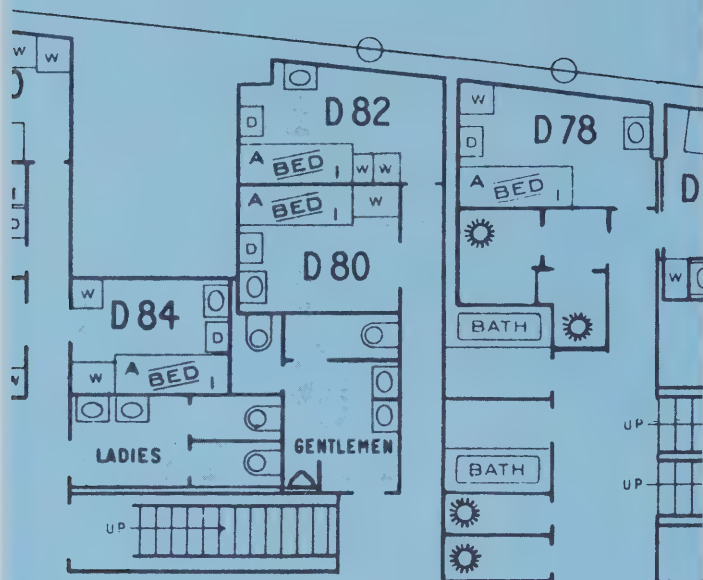
Operations which in a number of countries started as simple sales points have grown into full scale marketing and production companies, with headquarters in 20 nations, as outlined at left.

The relationship of the Hoover Worldwide Corporation to the Hoover Group is also shown on this organization chart. The corporation's function as described in the report: "Products, procedures and management techniques are . . . interchanged through (its) coordinating mechanism."

Thanking "Hoover employees everywhere who have shown a cooperative and creative attitude toward our operations," H. W. Hoover, Jr., president-chairman, in his message introducing the report went on to offer high encouragement for the future, necessarily dependent upon the continuation of stable economic and political conditions throughout the world:

“ We are planning for an increase in consolidated sales volume of 100 percent by 1970. This is based on world wide activity. To reach this \$500 million yearly level will involve the introduction of new major appliances, particularly in foreign markets. It also means that factory capacity will have to be built to produce this volume. ”





28



## Every day is Washday

A steward on the R.M.S. *Queen Elizabeth*, berthed at the foot of West 52nd Street in New York, greeted the visitor with traditional British deference.

"Ah, you want to see Queenie. I'll fetch her in a jiffy." He paused, then added: "Those washing machines of hers! I don't know whose they are, but they're very good. So much better than our British makes, you know."

But the washing machines over which Queenie Dignam presides are not only good; they are also British. They are products of the large Hoover Limited factory at Merthyr Tydfil in South Wales.

Mrs. Dignam (her first name really is Queenie and before a voyage is over, everyone calls her that) led the visitor to the "Washing & Ironing Room" on D Deck, unlocked the door and said with unmistakable enjoyment: "Here you are, sir; you can see for yourself."

There in the bright, laboratory-clean laundrette quarters more than half the liner's 800 tourist passengers would sooner or later meet and get better acquainted over talk of clothes, children and countries.

Along one wall were four Hoovermatics, lids open and ready to whirl as soon as the world's largest passenger liner cleared the harbor and headed for open sea. Along the opposite wall was ample space for ironing. A small turntable stood nearby.

Music? the visitor asked.

"Most of our passengers carry records with them, and we let them amuse themselves while at work," Queenie replied. "A lot are young, you know—not only young mothers but many bachelors and exchange students from all over the world. Sometimes it's like a United Nations meeting around here."

"Some of them have Beatle albums, but when they start dancing I put my foot down. No dancing I tell





## on the **Queen**

them." A rather short but solid figure in white, topped with thick, black hair, Queenie sounded most persuasive—and nothing like a grandmother, even though she has eight grandchildren back home in Kent.

On the first day out, passengers queue up for the machines long before starting time at 9 a.m. Each has a knapsack of soiled clothes.

"When I saw one woman come in—well, she was fair laden down with tiny garments," Queenie recalled. "I asked her how many young ones she had aboard. Thirteen, she said. It was the largest family I've ever helped in my ten years with the Cunard Line."

The four Hoovermatics and two others located nearby in the ship's spacious interior go full tilt, primarily as an accommodation to the tourist class. Every day during an Atlantic crossing each machine washes and whirls dry 20 loads of clothes. As Queenie is fond of saying, "Each little beauty here will do in a week what one at home is asked to do in a year."

Do they get out of order?

"Oh, I suppose they do, like everything else, you know," Queenie answered, "but they've never given me any trouble in the nearly five years they've been here. Every lay-up in Southampton, a Hoover man comes in to inspect. He keeps things nice and tidy."

A Hoovermatic washes clothes in four minutes and dries them for ironing in two, a performance that at first raises skepticism among the uninitiated.

"But you should see Mum's face when she examines the garments and finds them clean!" Queenie beamed. "Then she asks about the machines—especially where they can be bought and how much they cost."

"I tell her she can get one almost anywhere in the world now. I tell her I have one at home. I wouldn't be without it, not I, I wouldn't."



Queenie Dignam looks at pop albums that help entertain passengers aboard the Queen Elizabeth while clothes are being laundered. Music, yes; dancing, no! Top: in spanking clean white uniform she gets acquainted with guests she'll see more than once on cruise or crossing





# DIJON

*looks out  
on tomorrow*

**O**n the seventh day of December, in the Year of our Lord 1513, the medieval city of Dijon, capital of Burgundy, stared at the face of certain disaster. At its gates stood an overwhelming invasion force consisting of 30,000 Swiss and German troops, plus soldiers from neighboring Franche-Comté. Inside the city were fewer than 7,000 defenders.

Under the dismal circumstances it was decided that only through negotiations could Dijon be saved. But the Swiss were adamant, turned back the negotiating team and began the siege.

Although the walls had already been breached and doom seemed only minutes away, there came upon the provincial governor of Dijon, a man called La Tremoille, one of those strokes of genius that now and then have stayed the fall of history's axe. If, after all, Dijon was woefully short of men, Burgundy was certainly not short of wine. The chances of success were slim but, the governor thought, anything at this stage was worth a try.

From the city went forth a second negotiating team—but this time with a difference. For preceding the negotiators rumbled carts laden with casks of the finest Burgundian vintages. First astonished, then tempted, the invaders proved no match for the offering. As the wine flowed freely, negotiations of sorts began. And as spirits mellowed toward the end of one of history's more remarkable parties, the Swiss agreed to lift the siege in return for a high cash ransom.

As it turned out, the King of France never was able to understand and refused to ratify what he called a "wondrously strange" treaty. But no matter—for this is a footnote to history—Dijon and Burgundy had been saved.

All of this happened more than four centuries ago, but somehow the spirit of the event survives. The Dijonnais of the 20th Century are, in their way and in vastly different circumstances, no less resourceful and enterprising than their forebears. Certainly these qualities have helped to make Dijon one of France's fastest-growing centers of commerce and industry.

Among these people and in this setting Hoover in 1964 placed in operation the company's first full-scale factory on the continent of Europe.

Swift economic integration among the six Common Market countries, accompanied by an equally swift growth of consumer demand for home appliances, brought into clear focus the need to build a factory in Europe. "To be or not to be" was never really the question; rather it was a far more intricate one: *where?*

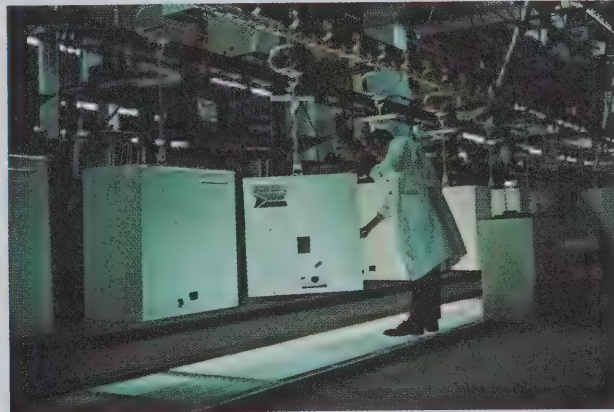
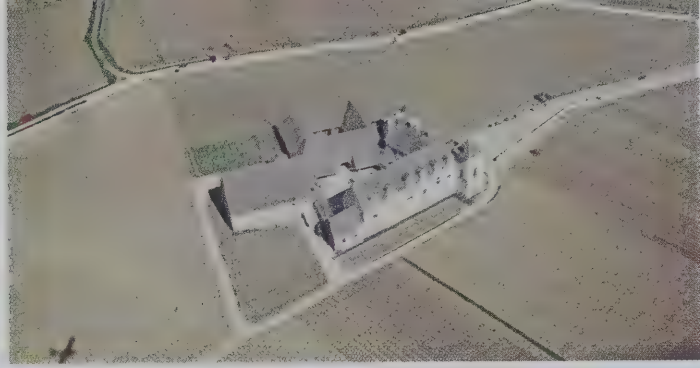
To find the answer, during the second half of the 1950's and at the beginning of the 60's, the company conducted intensive studies to select a site for the factory, studies which took teams of Hoover experts to every corner of the Common Market. All attractive possibilities were carefully explored. In May 1962 the company exercised its option on a 20-hectare\* tract on the outskirts of Dijon.

\*20 hectares = 49.4 acres

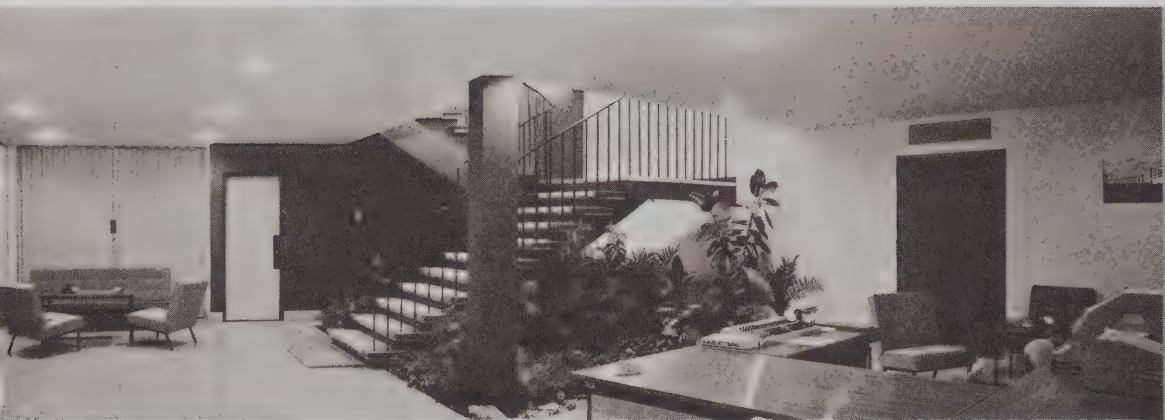


Dijon's new industrial neighborhood and some of the attractive settings it enjoys are shown in these striking views. Starting at upper left and proceeding clockwise are: one of the city's squares; an aerial view of the Chateau de Vougeot; some of the fields of flax that abound in the Burgundian countryside; an antique dealer tending his wares (and to the left: mustard pots in a shop window); washing machines enroute to completion; bread being delivered to the company's cafeteria; and the Société Industrielle Hoover itself.









*SCENES in the new Hoover factory at Dijon proceeding clockwise from the reception room, above, before the day begins:*

*LIKE orchestra directors at their podiums these Hoover employees stand before control panels conducting washing machines through quality tests;*

*THE MACHINES describe a graceful arc as they proceed steadily toward final assembly;*

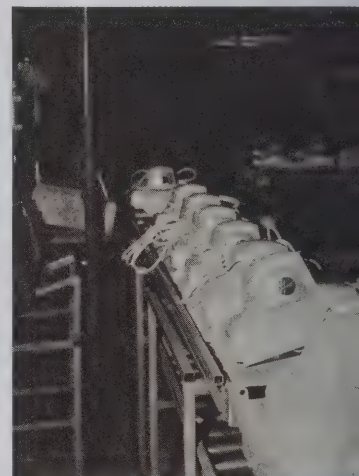
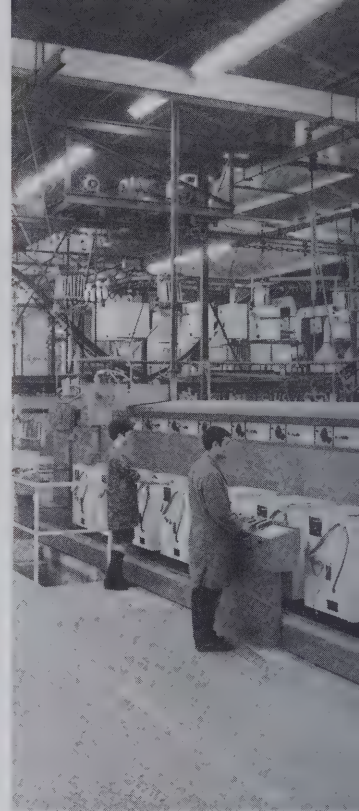
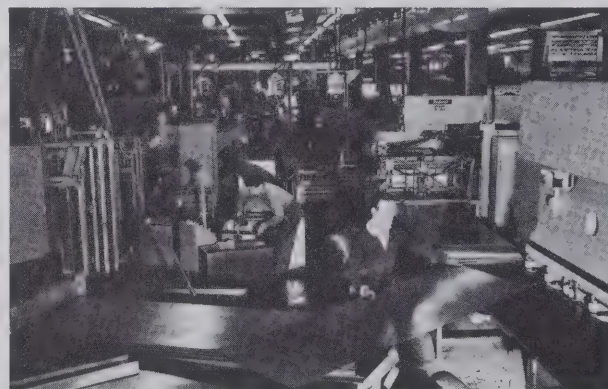
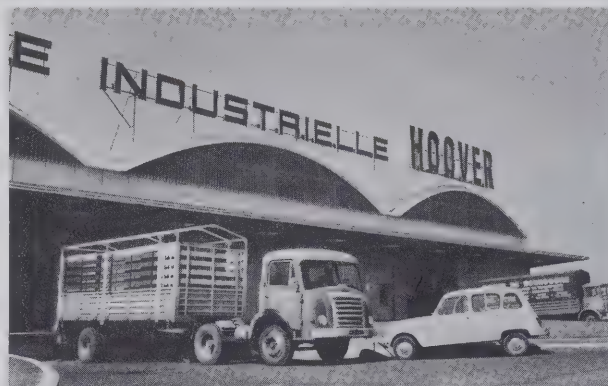
*A CAFETERIA attendant slices bread for the mid-day meal;*

*EMPLOYEES enjoy lunch with wine from the nearby vineyards;*

*A TEST inspector makes sure these suction polishers measure up in every respect;*

*SHEET METAL will be fabricated into washing machines;*

*THE FACTORY'S platform where raw materials arrive and finished products depart*



Why France, and why Dijon in particular? The reasons are many, and are closely tied to the special history of Hoover in France. Unlike many companies, which rushed to Europe only after World War II when they saw opportunities to prosper in the Common Market, Hoover had been marketing its products in France since 1919. Within the lifetimes of most Frenchmen the name "Hoover" has been a household word as long as they can remember, and Hoover activity has long been an integral part of France's domestic appliance industry. Moreover, until the opening of the Dijon factory, the company had for many years carried on an assembly operation at Le Havre.

Thus, with long-standing experience in both marketing and manufacturing in France, the choice of that country for the

next step in Hoover's European development was a logical one. Still, other factors came into play that helped to certify the logic.

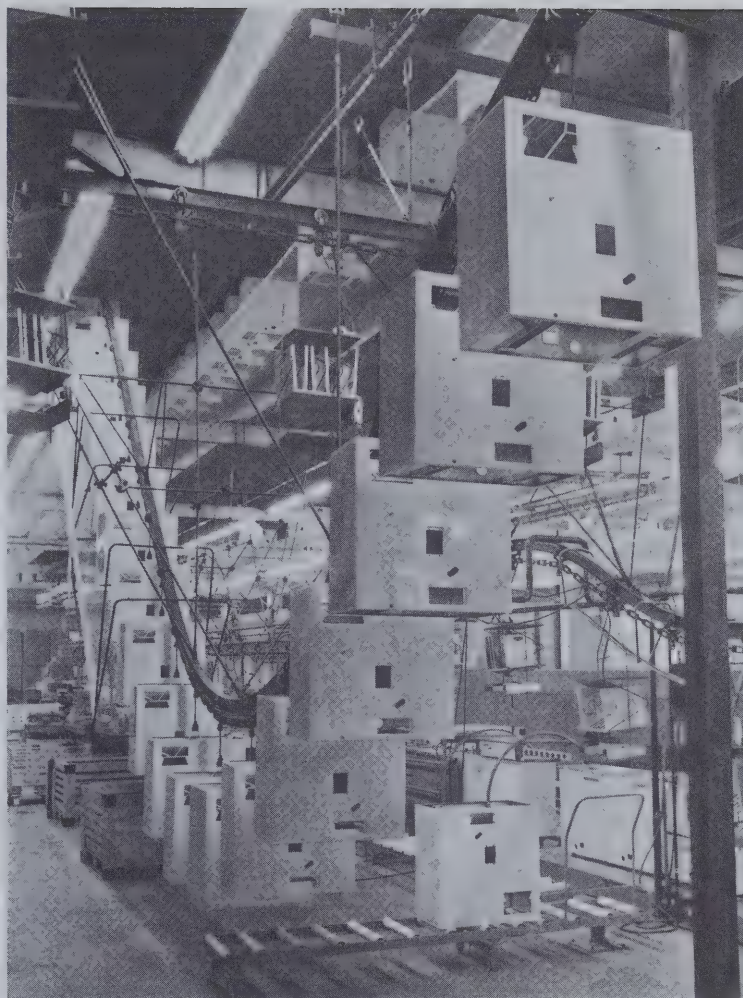
While Hoover was examining possible European factory sites, the city of Dijon was active in a complementary effort that in less than two years would entwine the destinies of both. As one of France's important trading and commercial centers, supreme capital of Burgundy wines, producer of the world's finest mustards and vinegar, a gastronomic paradise and a strategic hub of rail and road transportation, Dijon had prospered for generations. Now the city was enjoying the general economic boom that came to France in the late 1950's. Normally one might have expected the Dijon Chamber of Commerce to assess the present and future of its enterprises

with the satisfaction and serenity expected of such bodies the world over.

But just as Dijon is no ordinary city, the Dijon Chamber of Commerce is no ordinary chamber. And it was a good deal less than satisfied with what it saw. As the post-war economic boom had swept the continent, previously unheard-of towns were being transformed and made famous by the new industrialization. By contrast, history often seemed to be passing by many once-great regions which were slipping farther and farther into a deep provincial sleep. The chamber of commerce had no more intention of letting this happen to Dijon than had La Tremoille in surrendering to the invaders of 1513.

Despite the natural wealth of its soil and vineyards, the leaders of Dijon reasoned, the area needed entirely new industries—





a solid manufacturing base—that would bring in fresh capital and ideas, provide new jobs and develop the city's full potential as a primary transportation and communications center. Accordingly, in cooperation with the local public authorities, the chamber of commerce spearheaded the creation at suburban Longvic of the "Zone Industrielle Dijon-Sud," or Southern Dijon Industrial Zone. Thereupon, industry was invited to inspect the region as a possible site for factory construction, and a number of attractive advantages were pledged to companies that decided to settle in the area. Hoover was among the first to accept the invitation.

Early in 1963 ground was broken for the first stage of "Société Industrielle Hoover," as the Dijon factory is officially called. The plan was to build initially a

manufacturing hall of 9000 square meters\* and an adjoining office wing of 1000 square meters\*. By February 1964 construction of both units had been completed and the premises were occupied by company personnel numbering only 50.

With an eye to the future, Hoover planned the construction in such a way that later additions to the factory may be effected swiftly and at minimum expense. Access roads, principal water and electrical mains and the heating plant have all been designed to serve future buildings. New buildings, in turn, can easily be added, given the large expanse of land still remaining. Indeed, as the result of a decision taken during construction of the plant's first stage, the office wing has already been doubled in size to its present area of 2000 square meters\*.

In September 1963 during the factory's construction it was also decided to manufacture at Dijon a special model of the popular "Hoovermatic," the company's twin-tub, semi-automatic washing machine. The new version would differ from the traditional Hoovermatic since the washing tub would be made of rigid polypropylene in a single, seamless casting, rather than stainless steel. Moderately priced, the new "Hoovermatic 3302" would be especially designed for the small home owner or apartment dweller whose space for household appliances is at a premium, or for small households where the daily volume of laundry does not yet require the larger, fully automatic models manufactured by Hoover factories abroad.

In October 1964, exactly on schedule, the first "Hoovermatic 3302" washing ma-

\* 9000 sq. meters = 96,875 sq. ft.  
1000 sq. meters = 10,763 sq. ft.  
2000 sq. meters = 21,528 sq. ft.



chines came off the production line. Dijon was now officially on stream, and a wholly new chapter in the history of Hoover in Europe was about to begin.

From the earliest days of construction down to the present time, Hoover has enjoyed the full cooperation and sympathetic understanding of the public authorities of the region and of the Dijon Chamber of Commerce. Every problem, however great or small—and there are scores of both when a new factory is coming into being—has received rapid, intelligent attention by responsible bodies. In large measure it is thanks to this support that Société Industrielle Hoover's evolution in Dijon is a classic example of smooth integration of a company into the social and economic life of a community.

For its part Hoover has responded by keeping the larger public interest paramount before taking any new step. Well aware that it was expected to contribute to the local economy, not to disrupt it, the factory management has taken special pains with its recruitment policy. The staff has been increased gradually to take advantage of normal turnover in the labor market, rather than through massive recruitment campaigns that could cause serious problems for previously existing companies. Where certain categories of skilled technicians were in short supply, the company has looked to Lyon and other large French cities to fill its manpower needs. In close collaboration with municipal organizations Hoover has found homes for personnel new to Dijon, and in an orderly manner that has avoided sudden, disruptive pressures on the housing market.

To assure that the exterior appearance of the factory would be in keeping with the high standards of Dijon's own public gardens, Hoover entrusted to the city's director of municipal parks the planning

and day-to-day supervision required to establish a handsome park on the vast triangle of land facing the administration building.

Management of the Dijon operation has been entrusted to Roland Darneau, 37, a Burgundian by origin, and an electro-mechanical engineer educated at the University of Toulouse. Under his supervision 260 persons now work in the offices and on the production lines of a factory that is already turning out some 2,000 washing machines per week. In March 1965 Dijon launched its second product with the opening of a production line for Hoover suction polishers.

Manufacture of a steam-and-spray iron is projected for the end of 1965. For the future, given the capacity for expansion that was designed into the factory, it can be predicted that Hoover Dijon will continue to grow.

Like its industrial neighbors in the Zone Industrielle Dijon-Sud, Hoover is very new in a city and province that are very old. Hoover and its neighbors therefore represent elements of change—new directions—in a region steeped in history and tradition. Sometimes the contrast takes a dramatic turn when, for example, the visitor who has just toured Hoover's modern factory drives a few kilometers to find himself surrounded on all sides by centuries-old vineyards, a gently rolling sea of vegetation, unchanged and unchanging, in which men and women toil today at harvest time much as they have done for countless generations before.

Yet the contrast is often less real than it seems. For history is only the record of change and traditions are merely historical changes that endure because they have lasting value. Dijon knows much of both.

In the ornate crypts below the Palace of the Dukes in the heart of Dijon are the

tombs of the Great Dukes of the West, masters of Burgundy in the Middle Ages. Their names alone are monuments to the changes of an earlier era: Phillip the Bold, John the Fearless, Phillip the Good, Charles the Reckless. These men altered the face of Europe, and at one time their empires included much of what is now France and all that today makes up Belgium, Luxembourg and Holland. In more recent times it was an engineer from Dijon, Gustave Eiffel, who designed the tower that has become the best-loved landmark of Paris, but which created an uproar of controversy in its day.

Yet, like the vineyards that are surrounding the stately castle of the Clos-Vougeot a few miles south of Dijon, it would still seem that nothing has changed. There the Chevaliers du Tastevin, France's famous order of the winetasters, assemble one Saturday evening each month, don the scarlet robes of ancestor knights and amid medieval splendor partake of one of the world's greatest culinary experiences.

To know Dijon, then, is to know that here history and tradition have always co-existed in rare harmony with change, that in the spirit of its people no less than in the city itself, the new blends perfectly with the old. Hoover might have searched in vain to find a location in Europe whose outlook and values correspond more exactly to its own.

And among the thousands of Hoover dealers, customers and employees who will now visit Dijon for the first time—who will discover in its monuments, in its treasures of art and learning, in its gracious way of life and in the enduring zest of its people new reminders of our common heritage—most will also come away understanding why it has been said so many times on so many occasions that "everyone has two countries: his own and France."







## DESTINATION: EVERYWHERE

"There will be much greater climatic and racial variety — the language problem will increase. The areas falling under my jurisdiction will vary from the frozen North to equatorial regions of the East. Living standards and requirements of the various countries we sell to will mean a wider range of demand. I expect a whole new way of life to commence for me."

In these words Peter C. Boon described some of the changes he foresaw in his new

work as he left Australia for London to become the first managing director of Hoover Limited's export group. The post had been created early this year in recognition of the importance of export trade to Britain's economy.

While he directs the company's export activities, G. L. Lloyd will continue as managing director for the United Kingdom controlling all the company's U. K. operations, including production for both



the home and overseas markets. (He appears on Pages 2-3 accompanying The Princess Margaret through Cambuslang.)

Boon, who had spent the last sixteen of his twenty years with the company in Australia, first as sales manager and then as managing director of Hoover (Australia) Pty., Ltd., can count on a trained staff of managers who are constantly on the go — answering phones, placing calls, going to and from meetings, packing and unpacking. Their talk centers upon delivery dates, production, credit and currency. And the language spoken may be French, German or English. The international telephone is seldom on the hook.

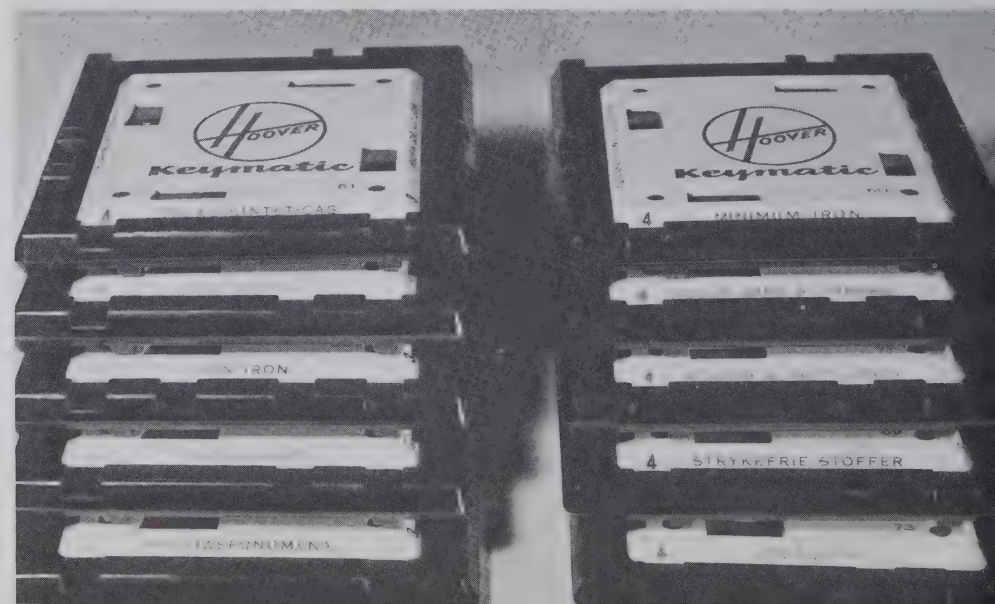
They have to keep on their toes, for exporting is an unbelievably tough business. Profit margins are low and the extensive and frequent trips abroad are time-consuming, sometimes uncomfortable and almost always physically demanding. Yet:

**More floor-care and home-laundry products are exported from the Hoover factories at Perivale, Middlesex; Cambuslang, Lanarkshire; and Merthyr Tydfil, Glamorganshire, than from any other company in the world.**



From Cambuslang in Scotland to Merthyr Tydfil in South Wales and halfway across the world to Meadowbank outside Sydney, Australia, Hoover products blaze an active export trail. Above: Cambuslang motors are checked for shipment everywhere. At left and below: washing machine switches and keyplates out of Merthyr carry instructions in many foreign tongues

Peter C. Boon, the United Kingdom's new managing director (export), in dark suit stops at points along the assembly and inspection lines in Meadowbank shortly before he left for London





**Sales of Hoover products overseas amounted to £15 million last year, £26 million (more than \$70 million) if the contributions of its foreign subsidiaries are included.**

**Hoover Limited accounts for over 75 per cent of all British exports in these fields.**

Is there a special secret to Hoover Limited's phenomenal success in exporting, especially after 1945? No secret, perhaps, but several explanations come to mind.

First, exporting is traditional. By the time "export or die" had become a national British slogan, Hoover Limited was behaving as though it had coined the phrase. Itself the result, initially, of American exports to Britain, the firm found export trade a natural way of life.

Second, corporate policy and procedures have been major contributors, such as:

**Possessing an infinite capacity for meticulous detail;**

**Developing good salesmen and sales techniques;**

**Providing products that represent high quality and best value for the money.**

"But there is more to it than that," Boon adds. "The company has never regarded

exports as just a method of getting rid of home market surplus. They are a deliberate means of increasing total sales. Higher sales mean higher production.

"We work our machines and plant harder so that the cost to us of each unit produced falls drastically. This leads to higher profit which can be invested in continued expansion."

There is a further explanation: decentralization. This means placing both responsibility and authority on the individual in charge of each of the company's major areas: Scandinavia, Southern Europe and the Middle East, Africa, the Far East, Australia and New Zealand.

Formally, each individual has the title of divisional manager. Functionally, divisional managers are regarded as salesmen, and outstanding ones at that. But neither description quite fits them. They must be complete businessmen.

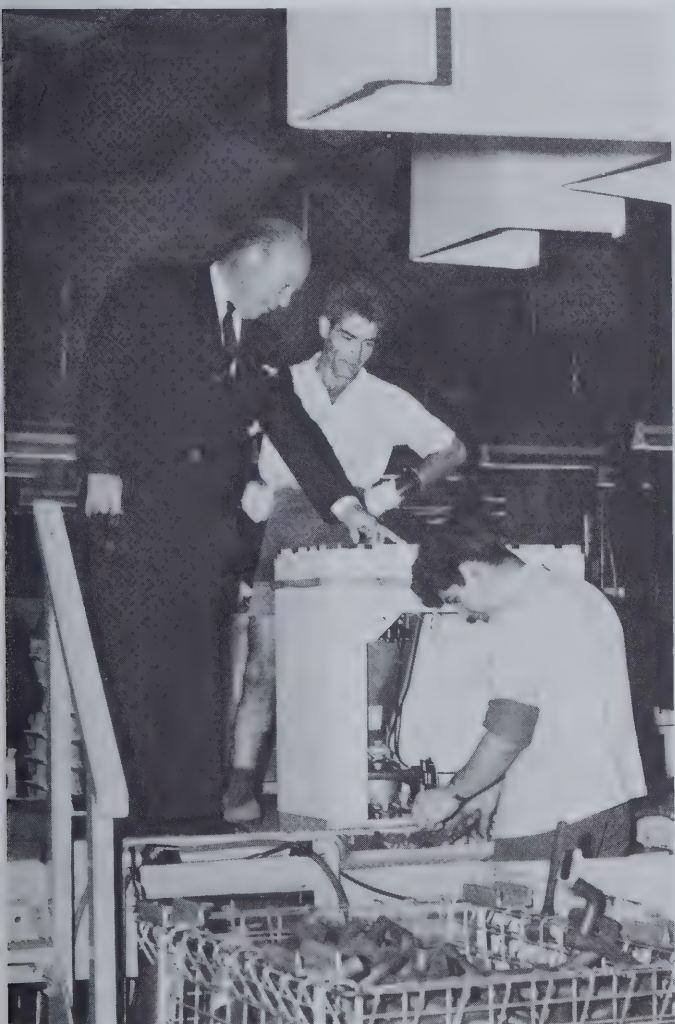
Just as Hoover Limited regards itself as completely involved with the dealers at home, so the divisional manager must identify himself with his distributors and dealers abroad. He must appreciate why a distributor is in business and what it takes

to keep him there. He must be able to help with problems and costs.

He must be able to talk profits and give advice on sales organization, advertising and all aspects of sales promotion. Sometimes he has to be virtually a one-man marketing set-up. Hoover can prosper only through prospering dealers.

Boon is exceedingly confident about Hoover Limited's export prospects. He was confident about Hoover's future in Australia, which he got to know so well, feeling that the continent "could become increasingly a commercial center for South-east Asia." He is even more confident about the Hoover Worldwide organization's "tremendous opportunities."

Significantly, he adds: "When I look back over the sixteen years I have spent in Australia and recall the company's sales in 1949 and compare them with 1965, the funds employed in Australia, the manpower working for the company, the very considerable changes that have taken place in distribution and manufacturing policies, I am convinced there is no reason why similar achievements should not be attained elsewhere."









A Hoover specialist relives some of her  
50,000 miles a year sharing home-care  
practices with housewives of 43 countries

by Inge Faulkner

I was somewhat surprised when I was told you wanted a story about me. I am not accustomed to talking about myself. I would rather talk about vacuum cleaners, other floor care appliances and washing machines and the satisfaction they bring homemakers. This is my job, and my job has already taken me into many of the countries in which Hoover has built markets. I am gone from London nearly nine months every year and in that time I travel 50,000 miles.

We know many changes are taking place all over the world. As I fly from one continent to another, I am most impressed with the changes that are taking place in the status of women. Today women are beginning to join in public observances in countries where for centuries they had been kept behind doors, curtains and veils. More of them are now a natural part of society.

Of course in some countries women have walked proudly among men for many years—in the English-speaking countries, for example. And in the Scandinavian countries, too, where men have become quite used to women holding top management posts. I know that many Swedish women are leading figures in industry—a high percentage are engineers and industrial designers.

I realize it is not news to make the observation that women are becoming emancipated. But what has been especially interesting to me is not so much the fact of change but the ways of change and their effects upon home life. I see this from the unusual vantage point of my work. In seeing the progress that has been made, I see also how much farther the world has to go.

Being a woman is still a handicap in some of the countries I visit in behalf of Hoover Limited. She is still kept in the background. And only those within her home ever see her face. There are variations of a word for this: *pardah*, meaning veil in Hindustani and Persian;

*pardah*, a curtain or screen which in India hides women from public view. The *pardah*, one may say, is like a very high wall and although it is coming down brick by brick it is still high. Let me tell you of one example.

In 1959 I was giving a demonstration of our washing machine in the Sudan. Only men attended. They asked the questions; they decided whether their wives should have a machine or not. Now women attend these demonstrations with their husbands. But they still wear the veil, so from my point of view there is not much improvement. The reason is that I cannot tell whether my words, usually spoken in French, are having a favorable effect upon the wives or not. How can you tell when you only see a prospect's eyes and these convey no emotion? It is very unnerving!

When wives accompany their husbands to demonstrations, there is sometimes protocol to observe, especially if the man has more than one wife. In Morocco Wife Number One walks by his side. Wife Number Two, perhaps older and less attractive, walks a few paces behind. I suspect she is the one who may be asked to do manual work, so I always hope her husband will buy her an appliance to lighten her load—even if he buys the other one jewelry!

But in so many of the countries like these, labor has been so cheap that a washing machine, for instance, was long thought to be an unnecessary expense.

When I went to Portugal the first time, people were not interested; a little curious, maybe, but not in a shopping mood. They said:

"We have a woman who will come in and do the whole wash. She comes in first thing in the morning and spends all morning washing. She hangs clothes on the line, then goes for lunch. When she returns, the laundry is dry. She spends the afternoon ironing it, doing any mending that's required and putting it



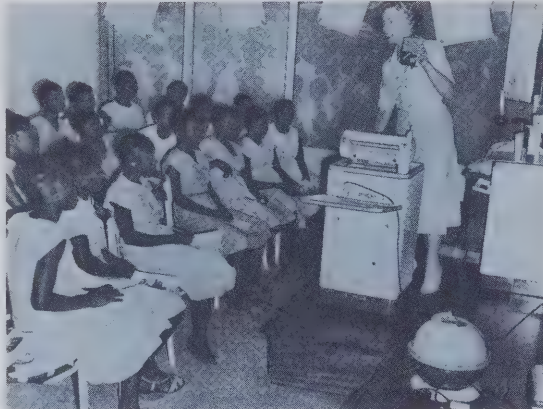
Airports are a second home to Danish-born Inge Faulkner and her face a familiar one as she flies from city to city





HOUSEKEEPING STUDENTS IN REYKJAVIK, ICELAND

*On her global travels Inge Faulkner may demonstrate Hoover appliances, train local demonstrators, lecture at domestic science colleges, counsel housewives on the use of Hoover products, meet leading home economists and discuss trends with representatives of consumer institutes—carrying on her work in any one of six languages*



SCHOOLGIRLS IN LAGOS, NIGERIA



TRAINEES IN HELSINKI, FINLAND



HOME OWNERS IN MALAYA

HOUSEWIVES IN THE MIDDLE EAST...



away. She leaves at six o'clock. We pay her five shillings for the day's work. Who needs a washing machine?"

But in Portugal and other low income countries, industries are starting up, factories are being built. These provide new jobs at higher pay. When there is other employment, domestic help grows scarce. Now, instead of three servants to a household, there is only one. This strengthens the need for labor saving appliances in the home.

Being a woman, I am looked upon with a certain curiosity. I'm not seventeen years old, and so I have little trouble discouraging anyone who tries to press his attentions upon me. Actually, our distributors and the other men I meet couldn't be nicer. They do not want me to be without protection. They see that my visit is pleasant. They are respectful, courteous and helpful. But when I try to pay for my own meal or for entertainment relating to my work, I find difficulty—for example, in a dinner I gave for some of our distributors in Lisbon.

**A**s is frequently true, I was the only woman present. When I asked the waiter for the bill, he nearly dropped the tray. Finally, he did take the money from me, but so gingerly that you would have thought it had sharp teeth. But do you think he would return the change to me? No, indeed. He gave my change to one of the men guests.

Yes, women have some distance to go. I am still the only woman representative of floor care appliances and washing machines serving the world market, so far as I know. Some of the cosmetics companies have women on their global staffs, and once in awhile I see someone in Malta, for instance, representing a competitive company. But that is all. In fact, other distributors ask me: "Why doesn't our company send somebody like you out to these places?"

I train people—men as well as women—in how to demonstrate our products and how to sell them. Naturally, the exact training method will depend upon the mentality of the country; what sales appeal is successful in one will be nothing in another.

It takes years to learn these things. One must go to trade fairs to talk to people, listen to their questions and gauge market tastes. In the thirteen



happy years I have spent with the company, I have learned that the public at large are not fools, although some people would have you believe they are. But the public usually *knows* what it wants and usually gets it.

I try to keep staff training very simple. The young people can only learn one thing at a time, for they were not brought up in the midst of mechanical devices; they have no special knack, no instinctive grasp of things that spin and shampoo. The next time you meet them, you teach them a little more. Perhaps my instruction is a little slower, because I do not normally enter homes in Tokyo or Bangkok, for instance, and so I do not always know the practical problems. I have to pick up what I can from housewives at exhibitions and in stores. I remember one home I was invited to visit in Singapore, however. It was occupied by a Chinese family: a doctor, his wife and twelve children. To my astonishment their Hoovermatic stood in the living room with a vase of flowers on it! Space was in short supply there.

In another doctor's home, this one in Malta, the Hoovermatic sat on the veranda. The doctor's wife told me the location was very handy because she could hang things straight out on the washing lines in the garden.

**S**ometimes I am asked whether people differ in their attitudes toward home care according to the country they live in. To some extent, I suppose they do. Swedish housewives make almost a fetish of running a home efficiently—everything comes in standard sizes, everything is bought by reference to the Consumer Institute publications, even housework routines are worked out in detail so home owners know the correct way to do each job and how long it should take. British housewives have what I think is the right attitude to housework. They keep their homes nice but they are not obsessive about it.

I find that almost everyone I meet likes to have clean floors and clean clothes. Where there is dirt to be got rid of, Hoover products are welcomed. Any differences in attitude are to be found in what appliance enjoys the most use, and these are dictated more by the climate than by the user.

In hot countries there is slightly more emphasis on floor care because of the

dust that continually gets into the homes. Washing is not, surprisingly, such a big thing, in spite of the fact that it is quite commonplace to change several times a day in the sticky heat. Perhaps it is not so surprising, though, because clothes are worn for such short spells they only need rinsing out—and drying is never a problem.

In these same hot areas the floors may be of stone, mosaic or marble, but there are still rugs to be cleaned. In the Middle East, for example, the more affluent the owner the more eager she is to have a Hoover vacuum cleaner keep her nice carpets clean.

And how beautiful the Persian carpets are! I think how nice it would be to have them everywhere.

Persian girls invest in carpets even should they have little else. One girl invited me to lunch in her home. When I walked through the front door, I stopped in astonishment. The home itself was very old and ramshackle—but there must have been at least thirty magnificent carpets in there—on floors, walls, chairs, settees. There were many more carpets than pieces of furniture. Perhaps my hostess preferred to sit on a carpet rather than a chair.

**D**o I like this work? Of course I do, even though it takes me away so much of the time from my flat in London's Cadogan Square and my antiques which I treasure.

I sometimes lose my luggage (once it was never found). I sometimes have my trip cancelled on very short notice, as happened recently when Istanbul informed me a religious holiday would require a postponement.

I have to change my luggage very frequently. It suffers from constant loading into planes, cars, taxis, trains, ferries, coaches—even into small boats when I am working along the coastline in Scandinavia.

But I've learned, now, to cope with the whole thing. I choose clothes that travel well. I always travel light, and packing worries me less and less. But I must admit that when I get back from trips it is a rush to the dry cleaners and shoe repairers. One must always look one's best at all times.

In truth, when I take a good hard look at my job there simply isn't anything I should rather do.



... AND WHERE WILL SHE GO FROM HERE?







**F**or Britain the year 1948 was as fickle as London's April weather—a curious mixture of pinch and promise.

Women would play a dominant role in leading the nation from the war's privations toward a more prosperous time. They had provided a broad hint of their intentions the year before when they adopted ankle-length dresses in open defiance of austere conditions around them. They were beginning to resent all that skimping and saving.

They were tired of the wintry warwork; the making-do with old clothes; the frugal, monotonous meals. One would think that when the bacon ration went up an ounce or so and coal and firewood were removed from rationing, people would feel a breath of Spring hope. But many said Britain had been better fed during the war. Others said it would be a long time before ration books could be thrown away. The country was in a mood to throw away something more, as a gesture



The late Queen Mary (at left) showed interest in the Mark I at its launch

if nothing else. Women tossed out their ankle-strap, peep-toe shoes.

It happened that a lot of other things of greater worth went out with the shoes. Hopes of a real settlement among the world powers, for instance. One by one the international conferences broke up. The German and Austrian peace treaty talks failed. So did one on Korea. Likewise another on Indo-China between Viet Nam and the French.

Despite the gloom from abroad and the austerity at home, one felt almost instinctively that better days lay ahead. People were ready for a taste of luxury, of the better more comfortable life, if it came at a price they could afford. Sensing the shifting mood of the homemaker, Hoover began mass production of a washing machine called Mark I. The first one rolled off the lines at Merthyr Tydfil appropriately enough on St. David's Day, St. David being the patron saint of Wales.



The idea of an electric washing machine was nearly as old as the electric motor but the product itself was something quite new. It was the first efficient, compact, attractive, reliable machine tailored for the big market. It met a worldwide demand which Hoover Limited was unable to satisfy completely for several years. Most of the washers, initially, had to be exported, for exporting was one of the best ways to obtain allocations of steel, more strictly controlled than ever.

A government White Paper set a target for exporting all electrical goods at 250 percent of the prewar performance. Simultaneously, British industry accepted a government suggestion that advertising should be strictly limited—not so difficult a matter when most newspapers had a maximum of six pages.

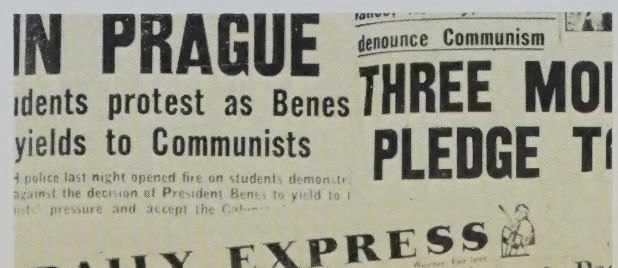
**C**artons for products were also scarce. One of the jobs of Hoover Limited representatives was to insure that dealers returned the empties to the Perivale factory in London for reuse. Perivale not only felt the impact of scarcity but also the suffering from a series of power cuts. Employees pitched in with new vigor and restored the lost production.

Mrs. Jean Mann, member of parliament for Coatbridge, criticized the “temporary” purchase tax on vacuum cleaners, which she called “the housewives’ most important tool.” She denounced the tax as unfair to women who had already carried heavy war burdens in auxiliary services, plants and homes.

The pinch and promise of that year of 1948 continued. A joint British-French committee was set up to study the possibility of constructing a Channel tunnel. In Palestine Britain was edged out. The cynical shattering of peace pipe dreams was completed by the Berlin blockade which brought the world to the brink of war. Nobody pretended any more.

Doggedly Britain bent to the task of rebuilding. Plans were optimistically announced for a Festival of Britain in 1951.

Times were still hard and the age of affluence seemed far away. But the signs were there that a corner was slowly being turned. More and more women were going to work; out of choice this time, not compulsion. Households were earning enough to buy themselves out of drudgery. The luxuries of yesterday were becoming necessities. The washing machine would help meet the need for a better tomorrow.







## A Border Crossing that led around the World

**T**he establishment of a warehouse and distribution center in Canada at Windsor, Ontario, across the Detroit River from Detroit, Michigan, in 1911 marked The Hoover Company's first venture outside the United States. It was to lead to broadened business on the North American Continent and eventually to a worldwide enterprise.

Eight years later the first Hoover manufacturing plant outside North Canton, Ohio, began operations in Hamilton, then emerging as a major Canadian center of industry.

During the next 46 years Hoover Company Limited's enterprise on Burlington Bay at the western end of Lake Ontario grew in step with Canada's mushrooming economy. In 1919 the original structure, only two stories high, measured 19,200 square feet in size and its output was mainly vacuum cleaners.

Over the years the company added other floor care appliances to its line. Manufacturing facilities expanded by floors and wings until today the Hamilton plant almost completely occupies the original five-acre site.

Introduction of the washing machine last year made

further expansion imperative and it was obvious more land would be required to plan adequately for future needs.

As a result, Hoover Company Limited last Fall purchased an 85-acre industrial site in nearby Burlington. Strategically situated, it has a 1,320-foot frontage on the Queen Elizabeth Way, the super highway linking the densely populated areas of Toronto, Hamilton and Niagara Falls around the western end of Lake Ontario aptly termed "the golden horseshoe."

For its size the present facility at Hamilton manufactures a wider variety of Hoover products than any other of the company's factories. Its output includes vacuum cleaners, polishers, washers, irons, can openers, hair dryers, rug shampoos, carpet sweepers, paper bags for cleaners, die castings and most recently fry pans, upholstery shampoos and shoeshine kits.

Fifty-four years after The Hoover Company made its initial crossing over what is traditionally termed the "world's longest undefended border," Canada still provides Hoover with opportunity; an opportunity to meet the widening needs of a dynamic country secure in its strength, confident of its future.

